

A Strategic Plan of Action



2014

Version 1.3

Erie Police Department

645 Holbrook St

Erie, CO 80516

303-926-2800



Letter From The Chief



People choose to live in Erie because we offer a small town atmosphere with quality amenities and a high quality of life that appeal to all ages. Our residents rate their neighborhoods as excellent, feel very safe from crime and consider Erie a great place to raise children. Most community members think the Town is growing at the right pace but want to ensure Erie remains safe. As residential and commercial development continues, the Erie Police Department will need to meet the challenges posed by that growth in order to remain a professionally operated department that is responsive to our citizens.

In May of 2013, I convened a Working Group consisting of Erie Police Department officers and several members of the community tasked with developing the 2014 Strategic Plan. One component of the Working Group's efforts included conducting a Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis to examine how the Erie Police Department has operated in the past and to develop strategies to address future demand. The SWOT analysis revealed that Erie Police Department's greatest strengths include strong community support and a group of dedicated and professional officers that have the talent and desire to take the department to the next level. A significant weakness identified was the outdated workspace in Erie Town Hall that serves as the police station.

Consensus among the Working Group was that everyone has a responsibility for creating a safe environment in the Town of Erie, from the newest Patrol Officer to the Chief of Police. We decided that the strategic plan should contain specific goals, objectives and performance measures, which will be accomplished by individual officers. The broader goals, which may span several years, focus on more strategic objectives such as increasing the sworn and non-sworn strength of the Department and obtaining funding for a new police facility. The value of this strategic plan is that it allows individual members of the Erie Police Department to contribute and focus their efforts on achieving goals designed to make the Town of Erie a safer community. Included in the plan are performance measures, which will allow us and the Erie community to assess our progress and success. We have also created the Plan as a living document which can be modified from time to time as public safety priorities evolve.

It is my privilege to present the Erie Police Department 2014 Strategic Plan. I am proud of the hard work and spirited discussions that went into the Plan's development. I am confident that working in partnership with the Erie community we will achieve great success in 2014 and beyond.

Marco Vasquez, Chief of Police

Chief Marco Vasquez

Erie Police Department

645 Holbrook Street

Erie, CO 80516

303-926-2800 – Phone

303-926-2805 – Fax

mvasquez@erieco.gov

www.erieco.gov



Mission statement:

The mission of the Erie Police Department is to work with the community to prevent crime and disorder while improving the safety and quality of life for all.

Values:

As members of the Erie Police Department, we proudly commit to the following values that will be used to guide our daily thoughts and actions:

- Accountability
- Compassion
- Integrity
- Dedication
- Impartiality
- Courage
- Excellence

Vision:

To be highly trained police professionals committed to our community.

Goal #1

Prevent Crime and Disorder



Objective 1

Develop PSP Process & Train All Officers on SARA and POP

Time Frame

2014

Funding Year

2014

Objective Sponsor

Commander Stewart

Department Impact

Patrol

Purpose:

Enhance problem-solving policing effectiveness.

Measures of Success:

Create PSP process and train officers.

Action Plan:

Develop Process and Directive and Train Officers in SARA by June 2014.

Objective 2

Two Code Enforcement Compliance Operations

Time Frame

2014

Funding Year

2014

Objective Sponsor

Corporal Lukens

Department Impact

Patrol

Purpose:

Enhance quality of life in Erie.

Measures of Success:

Number of code complaints reduced by 10%.

Action Plan:

Conduct Spring & Fall Compliance Operations.

Objective 3

Licensed Liquor Establishment Compliance Operations

Time Frame

2014

Funding Year

2014

Objective Sponsor

Commander Stewart

Department Impact

Investigations

Purpose:

Enhance safety of the Erie Community.

Measures of Success:

Conduct two compliance checks.

Action Plan:

Partner with Colorado Liquor Enforcement Division to conduct compliance checks.

Goal #1

Prevent Crime and Disorder



Objective 4

Identify "Hot-Spot" Locations and Initiate PSP's

Time Frame

2014

Funding Year

2014

Objective Sponsor

Commander Stewart

Department Impact

Patrol/Investigations

Purpose:

Reduce crime & disorder.

Measures of Success:

Conduct 3 PSP's at identified hotspot locations.

Action Plan:

Identify pattern crime trends and initiate PSP's to reduce crime in geographic location or by crime type.

Objective 5

Increase Traffic Enforcement in Areas Such as School Zones

Time Frame

2014

Funding Year

2014

Objective Sponsor

Commander Stewart

Department Impact

Patrol

Purpose:

Enhance community safety.

Measures of Success:

Increase compliance through education and enforcement.

Action Plan:

Conduct a minimum of six directed patrol operations in school zones or neighborhoods.

Objective 6

Patrol Self-Initiated Actions

Time Frame

2014

Funding Year

2014

Objective Sponsor

Commander Stewart

Department Impact

Patrol

Purpose:

Reduce crime & disorder.

Measures of Success:

Average 10 quality Class 2 actions per officer weekly.

Action Plan:

Officers are to have self-initiated activity including traffic stops, foot patrol, security checks, etc.

Goal #1

Prevent Crime and Disorder



Objective 7

DUI Enforcement

Time Frame

2014

Funding Year

2014

Objective Sponsor

Sergeant Haeferle

Department Impact

Patrol

Purpose:

Promote Traffic Safety.

Measures of Success:

Increase DUI-related arrests 5%.

Action Plan:

Utilize HVIDE funding for DUI overtime enforcement.

Objective 8

Conduct Quality Criminal Investigations

Time Frame

2014

Funding Year

2014

Objective Sponsor

Detective Niemoth

Department Impact

Investigations

Purpose:

Conduct thorough investigations.

Measures of Success:

Obtain clearance rate of 35% or more.

Action Plan:

Thoroughly investigate crimes in a timely manner.

Objective 9

Commercial Truck Safety Compliance

Time Frame

2014

Funding Year

2014

Objective Sponsor

Corporal Lukens

Department Impact

Patrol

Purpose:

Enhance safety and reduce roadway damage.

Measures of Success:

Conduct minimum of one compliance operation.

Action Plan:

Partner with the Colorado State Patrol to conduct compliance operation.

Goal #2

Community Partnerships



Objective 1

Host Erie Citizen's Academy

Time Frame

2014

Funding Year

2014

Objective Sponsor

Commander Mathis

Department Impact

All

Purpose:

Enhance community partnerships.

Measures of Success:

Conduct one Citizen's Academy annually.

Action Plan:

Facilitate a citizen's academy class for citizens to learn about EPD and their mission.

Objective 2

Neighborhood Officer Program & Neighborhood Watch

Time Frame

2014

Funding Year

2014

Objective Sponsor

Commander Stewart

Department Impact

Patrol

Purpose:

Enhance community partnerships & crime prevention.

Measures of Success:

Officer attends events, meetings & provides education.

Action Plan:

Assign officers to each Erie neighborhood.

Objective 3

Police Facility Marketing Plan

Time Frame

2014

Funding Year

2014

Objective Sponsor

Chief Vasquez

Department Impact

All

Purpose:

Gain community support to build new facility.

Measures of Success:

Bond initiative is approved.

Action Plan:

Solicit non-profit and volunteer groups to educate the community on the need for a facility.

Goal #2

Community Partnerships



Objective 4

Business Watch Program

Time Frame

2014

Funding Year

2014

Objective Sponsor

Commander Stewart

Department Impact

Patrol

Purpose:

Enhance crime prevention capacity.

Measures of Success:

5 Erie businesses become members of Business Watch Program.

Action Plan:

Partner with the Erie Chamber of Commerce to develop a business watch program.

Objective 5

C.E.R.T. Program

Time Frame

2014

Funding Year

2014

Objective Sponsor

Corporal Lukens

Department Impact

All

Purpose:

Develop volunteer group for disasters.

Measures of Success:

Host one class in 2014

Action Plan:

Recruit volunteers to assist with major disasters and train as appropriate.

Objective 6

VIP (Volunteers in Policing) Program

Time Frame

2014

Funding Year

2014

Objective Sponsor

Chief Vasquez

Department Impact

All

Purpose:

Enhance community partnerships.

Measures of Success:

Recruit and certify 5 new VIP's in 2014.

Action Plan:

Continue to develop and refine VIP program in 2014.

Goal #2

Community Partnerships



Objective 7

Reserve Program

Time Frame

2014

Funding Year

2014

Objective Sponsor

Officer Vesco

Department Impact

Patrol

Purpose:

Enhance responsiveness by utilizing reserve officers.

Measures of Success:

Develop and Implement Reserve program.

Action Plan:

Develop and approve Erie PD Reserve program in 2014.

Objective 8

Social Media Outreach

Time Frame

2014

Funding Year

2014

Objective Sponsor

Chief Vasquez

Department Impact

All

Purpose:

Enhance communications & community partnerships.

Measures of Success:

Implement social media programs.

Action Plan:

Actively communicate with Erie community through Facebook, Twitter and an electronic newsletter.

Objective 9

Increase Foot and Bicycle Patrol

Time Frame

2014

Funding Year

2014

Objective Sponsor

Commander Stewart

Department Impact

Patrol

Purpose:

Enhance crime prevention & community partnerships.

Measures of Success:

Increase foot & bicycle patrols by 5%.

Action Plan:

Schedule officers to routinely walk or bike through targeted or "hot spot" areas.

Goal #2

Community Partnerships



Objective 10

Crime Prevention Meetings

Time Frame

2014

Funding Year

2014

Objective Sponsor

Commander Stewart

Department Impact

Patrol

Purpose:

Enhance crime prevention capacity.

Measures of Success:

Each officer attends 2 meetings annually.

Action Plan:

Actively involve officers in business watch, neighborhood watch, block parties and other programs.

Objective 11

Senior Safety

Time Frame

2014

Funding Year

2014

Objective Sponsor

Sergeant Nevarez

Department Impact

Patrol

Purpose:

Further develop senior safety working group.

Measures of Success:

Senior working group meets quarterly.

Action Plan:

Create an alliance between active seniors, senior service providers and "shut-ins".

Objective 12

Citizen and Police Partnership (CAPP) Program

Time Frame

2014

Funding Year

2014

Objective Sponsor

Sergeant Nevarez

Department Impact

Patrol

Purpose:

Enhance partnership with community.

Measures of Success:

Host 4 meetings annually.

Action Plan:

Design the program to have quarterly meetings for open dialogue between the community and police.

Goal #2

Community Partnerships



Objective 13

School Lunch with Student Program

Time Frame

2014

Funding Year

2014

Objective Sponsor

Sergeant Nevarez

Department Impact

Patrol

Purpose:

Provide positive role models for children.

Measures of Success:

Patrol officers attend school lunch at least once a month.

Action Plan:

Officers will eat their lunch with children at the schools in the school cafeteria.

Objective 14

School Partnerships-Children

Time Frame

2014

Funding Year

2014

Objective Sponsor

SRO

Department Impact

SRO

Purpose:

Build partnerships with students.

Measures of Success:

Teach 10 educational classes.

Action Plan:

Teach the Jr. Police Academy along with other educational classes and host PD tours.

Objective 15

School Partnerships-School Officials

Time Frame

2014

Funding Year

2014

Objective Sponsor

SRO

Department Impact

SRO

Purpose:

Build partnerships with school staff.

Measures of Success:

Attend 5 school-related meetings.

Action Plan:

Meetings should be organized by the school district.

Goal #3

Enhance Departments Effectiveness and Efficiency



Objective 1

Patrol Staffing Deployment

Time Frame

2014

Funding Year

2014

Objective Sponsor

Commander Stewart

Department Impact

Patrol

Purpose:

Enhance the department's effectiveness and efficiency.

Measures of Success:

Align optimum staffing during peak times.

Action Plan:

Deploy patrol based on call for service (CFS) demand.

Objective 2

Chief's Advisory Board

Time Frame

2014

Funding Year

2014

Objective Sponsor

Chief Vasquez

Department Impact

All

Purpose:

Enhance community-police partnerships.

Measures of Success:

Create and implement Chief's Advisory Board.

Action Plan:

Key community members will be identified and sought out for their participation.

Objective 3

Policy/Directive Review

Time Frame

2014

Funding Year

2014

Objective Sponsor

Commander Mathis

Department Impact

All

Purpose:

Ensure compliance with best practices in policing.

Measures of Success:

Directive Manual reviewed-policies revised/developed.

Action Plan:

Chief & Commanders will meet weekly to review policies & directives.

Goal #3

Enhance Departments Effectiveness and Efficiency



Objective 4

Colorado Association Chief's of Police Accreditation Review

Time Frame		Funding Year		Objective Sponsor		Department Impact	
	2014		2014	Commander Mathis			All
Purpose:				Measures of Success:			
Ensure compliance with CACP standards.					Maintain accreditation.		
Action Plan:							
Review updated standards and implement changes as necessary throughout the department.							

Objective 5

Commendations Process

Time Frame		Funding Year		Objective Sponsor		Department Impact	
	2014		2014	Commander Mathis			All
Purpose:				Measures of Success:			
Recognize superior performance.				Supervisors will complete commendations per revised directive.			
Action Plan:							
	Administration			will host a minimum of one awards ceremony annually.			

Objective 6

Rank Specific Evaluations and Pay Scales

Time Frame		Funding Year		Objective Sponsor		Department Impact	
2014		2014		Chief Vasquez		All	
Purpose:				Measures of Success:			
Develop performance evaluation/pay scale working group.				Clearly define evaluations & pay scales.			
Action Plan:							
Review & revise performance evaluation / pay scales.							

Goal #3

Enhance Departments Effectiveness and Efficiency



Objective 7

Training

Time Frame

2014

Funding Year

2014

Objective Sponsor

Sergeant Nevarez

Department Impact

All

Purpose:

Provide adequate training.

Measures of Success:

Officers maintain certifications in all required skills.

Action Plan:

Increase or provide quality training bulletins, obtain grants for classes, and provide briefing trainings.

Objective 8

Supervisor Leadership Training

Time Frame

2014

Funding Year

2014

Objective Sponsor

Commander Mathis

Department Impact

Sergeants

Purpose:

Enhance supervisory knowledge & skills.

Measures of Success:

All sergeants successfully complete LPO.

Action Plan:

All sergeants attend Leadership in Police Organization training.

Objective 9

Adequate Staffing

Time Frame

2014

Funding Year

2014

Objective Sponsor

Chief Vasquez

Department Impact

All

Purpose:

Maintain a high level of service.

Measures of Success:

Approval of additional officers / civilian staff.

Action Plan:

Secure funding and approval for new positions as growth requires.

Goal #3

Enhance Departments Effectiveness and Efficiency



Objective 10		Adequate Fleet	
Time Frame	Funding Year	Objective Sponsor	Department Impact
2014	2014	Commander Mathis	All
Purpose:		Measures of Success:	
Maintain vehicle reliability.		Compliance with fleet policy.	
Action Plan:			
Secure funding and integrate all wheel and 4-wheel drive vehicles into the fleet.			

Objective 11		Strategic Plan Review	
Time Frame	Funding Year	Objective Sponsor	Department Impact
2014	2014	Corporal Haddox	All
Purpose:		Measures of Success:	
Ensure department and plan compliance.		Annual review and quarterly progress.	
Action Plan:			
Objective sponsor meet and assess progress.			



Glossary of Terms:

- Business Watch: crime reduction program specific to the business community
- C.A.C.P.: Colorado Association of Chiefs of Police
- CAPP: citizen's assisting police program designed to obtain community participation in preparedness and crime prevention
- C.E.R.T: community emergency response team
- CFS: calls for service
- Class 2 Actions: self-initiated acts conducted by police officers
- Clearance Rate: typically depicted of reported crimes that have been successfully resolved
- Directives: Erie Police Department term for policies & procedures
- DUI: driving under the influence
- Hot Spot: term used to identify locations where crime is concentrated
- HVIDE: High Visibility Increased DUI Enforcement
- L.P.O.: Leadership in Policing Organizations training course
- Neighborhood Watch: crime reduction program which encourages and educates community members in crime prevention and neighborhood safety
- POP: Problem Oriented Policing*
- PSP: Problem Solving Project
- Reserve Program: Colorado POST certified peace officers volunteer as unpaid members of the police department
- SARA: Police Problem Solving Model which uses the steps of "Scanning, Analysis, Response and Assessment"**
- SRO: School Resource Officer
- VIP: Volunteer in Policing program

*-<http://www.popcenter.org/about/?p=whatispop>

**_- <http://www.popcenter.org/about/?p=sara>